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15 March 1976

MEMORANDUM FOR: Deputy Director for Administration
FROM : Thomas B. Yale
Director of Finance
SUBJECT : Review of Supergrade Positions
REFERENCE : DDA 76-0829, dtd 23 February 1976

Attached in compliance with referenced memorandum is the listing of Supergrade Recommendations for the Office of Finance, listed in order of priority/ranking, and current Position Descriptions for the following five (5) positions which are being recommended for upgrading from GS-15 to GS-16:

Assistant Director/Liaison
Executive Officer/OF
Chief, Accounts & Analysis Division
Chief, Monetary Division
Chief, Compensation & Tax Division

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Thomas B. Yale

Attachments
As Stated

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DD/A -- |Office of Finance
Assistant Director for Liaison

Accountant-Ch GS-0510.12 Position Number BE06 - GS-16

I. SKILLS

Must possess knowledge in depth of current accounting principles and practices of financial administration.

Must know rules and practices of government appropriation funding involving transfers of funds between federal agencies, particularly

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Must keep abreast with legislative requirements and Executive Orders bearing on interagency relationships.

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Must be highly original and innovative in thought and communication, orally and in writing.

Must be aggressive in top-level negotiations with other federal components.

II. RESPONSIBILITIES

Negotiates agreements committing CIA with senior officials in

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Position Number 0858 - GS-16 (Cont'd)

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[REDACTED]

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[REDACTED]

Administers the complex accounting program related to inter-agency agreements, advances, and reimbursements. In FY 1973, advances to CIA from other agencies totalled more than [REDACTED]

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Undertakes special assignments for the Director of Finance generally in unique or sensitive matters, such as compilation of the Comptroller's Report required by the senior Agency Management Committee for resource allocation and consumption decisions based on interagency advances and reimbursements.

Interacts with all levels of Agency in furnishing guidance on negotiated agreements. Is the focal point in all financial negotiations with other agencies.

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Responsible for the receipt of appropriation funds transferred to CIA from the [REDACTED]. The Director and Deputy Director of Finance are also the only other officials empowered to receive funds.

III. DECISIONS

Subject to policy guidance from the Director of Finance:

Commits the Agency to agreements to provide/receive services as a binding consequence of interagency negotiations. Unilateral judgments are often made and such agreements are often for signature by the Assistant Director for Liaison. There are often no prior guidelines to follow and there is no margin for errors which might embarrass the Agency and the U. S. Government.

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Position Number 0858 - GS-16 (Cont'd)

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Decides with the Agency component concerned the payments due State for unfunded requirements that arise daily world-wide.

Determines the accounting techniques to be used for each agreement in accordance with its sensitivity.

Must insure the integrity and legality of each agreement negotiated by CIA. For example, the propriety of a

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Determines the policy areas and issues which should on an ad hoc basis be discussed in advance with the Director of Finance.

Determines the suitability of potential employees in the Office of the Assistant Director of Finance.

IV CONTACTS

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Senior managerial officials throughout the federal government in connection with interagency financial negotiations and agreements. Some cleared contacts are established and maintained. Some agencies are represented. Some contacts are maintained delicately because of program sensitivities and confidentialities.

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Senior Agency personnel at the Office Director level in all Directorates as well as senior Finance and Support personnel in all area components in connection with interagency agreements.

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Office of Finance
Office of the Director
Support Staff

Executive Officer - Position No. BD87 - GS-16

I. SKILLS:

Incumbent must have:

Knowledge of management and administrative policy and procedures and regulatory matters as they relate to in-house office management.

Develop and maintain personal knowledge of the requirements of MF positions wherever located and of the aptitudes, capabilities and assignment preferences of MF Careerists. This is to be accomplished by diligent effort and observations coupled with personal interviews, discussions with supervisors, etc.

Ability to develop and implement fully coordinated rotation plans designed to enhance career development of MF Careerists as well as carry out the mission of the MF Career Subgroup.

Ability to deal effectively with operating officials and policy representatives at top levels within the Agency.

Ability to work under pressures and maintain emotional equilibrium.

II. RESPONSIBILITIES:

Participates in all or almost all significant management planning and policy and decision-making actions effecting the operations of the Office of Finance. As Executive Officer, attends formal and informal management sessions and consistently contributes advice during the exploratory and formative stages of managerial planning, policy-formulation and decision-making.

Directs the career management of all MF Career Subgroup personnel in order to provide adequately trained professional officers to fulfill the Office of Finance mission and to assist the Director of Finance in carrying out his responsibility for administering the financial operations of the Agency.

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RESPONSIBILITIES CONT'D

Responsible for providing the Director and Deputy Director of Finance with advice and guidance in administrative policy, procedural, and regulatory matters. In this connection, develops in-house administrative procedures for the timely accomplishment of Office responsibilities; advises the Director as to impact of external policy proposals on Office activity; determines most appropriate methods for implementing approved policies and procedures; coordinates with operational and technical personnel within the Office and the Agency to ensure compliance with instructions and formal requirements; conducts liaison to ascertain, in advance if possible, wherein problems may be developing and takes corrective action along administrative lines.

Functions as general manager on behalf of the Director in all matters and relationships which can be resolved via administrative processes, leaving him and his deputies free to devote their major efforts to professional policy problems.

As Career Management Officer is responsible for the review, selection and the rotational assignment of professional and technical personnel in the Headquarters of the Office of Finance, and in all other components of the Agency at Headquarters, in special projects, and foreign field stations, bases and offices; consults the Director and Deputy Director of Finance regarding personnel selected for key positions, advises the Director and Deputy Director of Finance and the Career Subgroup Board at scheduled meetings of other rotations and reassignments made to and from these components and establishments, and conducts liaison with operating officials to obtain their concurrence in such rotational assignments, retention of assignees, and/or release thereof.

(1) Serves as Chairman of the MF Career Evaluation Panels which evaluate all MF personnel GS-07 through GS-13 for rotation and assignment, training, promotion and career development; serves as Secretary of the MF Career Subgroup Board, is responsible for the preparation, explanation and defense of such advancement, training, assignment or rotation, retirement or separation proposals as are submitted to the Board for action. Approves promotion recommendations up to GS-07.

(2) As Training Officer, conducts liaison with OTR on the content, presentation and evaluation of training courses on finance matters which are conducted either by OTR or by the Office of Finance. Ensures that adequate training programs are established either within the Office of Finance or OTR to provide MF career personnel with the opportunity to attend appropriate courses, in order that Agency requirements for qualified MF career personnel nominees to internal

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RESPONSIBILITIES CONT'D

as well as external training courses in order to maintain the highest proficiency possible among MF Career personnel. May be called on to prepare and make available special training programs applicable to MF Careerists and other career designees in the specialized functions and activities of the Office of Finance.

(3) Reviews applications, and interviews candidates for employment as Junior professionals in the Office of Finance. These candidates include staff employees seeking reassignment within the MF Career Subgroup, staff employees seeking admission into the MF Career Subgroup, contract employees seeking staff status, and applicants seeking staff or contractual employment. Makes determination as to suitability or non-suitability for the MF Career Subgroup./

(4) Is responsible in cases involving suitability for continued employment, investigates reasons for employee behavior, performance, etc., determines need for further evaluation, medical, security, accountability, provides counsel to the Supervisor and to the employee, and initiates appropriate action leading to final recommendation for the disposition of the case. These matters become involved as MF career personnel are scattered throughout the world, operate under a multitude of secondary work situations, a variety of cover complications, and are under little or no professional supervision in many cases.

(5) Ensures that adequate personnel planning is accomplished through valid staffing and organizational requirements, qualification standards, selection criteria, training, rotational assignments, performance evaluations, etc.

(6) Prepares for the Director and Deputy Director of Finance special studies and reports in the areas of administrative support as required. This includes all aspects of Support, Security, Logistics, Personnel, Training, Medical, Finance and Budget and Fiscal. In addition to his duties as Executive Officer, is responsible for giving direction, guidance, and supervision to the Support Staff engaged in the accomplishment of the above support specializations. Establishes within the Support Staff policies and procedures, assigns responsibilities, reviews their activities, approves and/or disapproves action proposals, resolves problems, and acts for the Director of Finance in such administrative areas where policy determination is not required.

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RESPONSIBILITIES CONT'D

(7) Serves as technical advisor to the Office of Finance representatives where support questions are involved, so that in the planning stages proper safe-guards, security and cover, financial responsibility, reporting procedures, logistical support, etc. can be provided in project proposals. Clandestine operations and other types of special activity.

(8) Ensures that adequate Office of Finance budgets are developed which will permit accomplishment of assigned tasks, supportable by valid facts, and in line with the wishes and instructions of higher authority and the Director of Finance.

(9) Responsible for ascertaining logistical, space and facilities requirements of the Office of Finance and its satellite elements, coordinating with Logistics to ensure fulfillment of such requirements, and to keep apprised as to latest equipment and supplies available and/or new items which would warrant early replacement and increase efficiency of the operations.

(10) As required in presentations, briefings, debriefings of Agency, non-Agency and special clientele, is called upon to prepare graphics, visual aids, material and speeches for such presentations. Outlines to graphics personnel what is desired and accepts or rejects their renderings, attends such sessions to give part or all of the briefings, or to support the Chief in such briefings. Develops special studies, prepares speeches, articles, and instructional material for the purpose of informing Agency personnel of Office of Finance policy and procedures.

III. DECISIONS

Subject to policy guidance from the Director and Deputy Director of Finance:

Performs and directs the performance of all pertinent duties on own initiative. As circumstances demand, incumbent determines facts and makes decisions utilizing a thorough knowledge of Agency policy, directives, etc.

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DUTIES CONT'D

Develops in-house administrative procedures and determines appropriate methods for implementing approved policies and procedures.

Determines staffing requirements for finance personnel throughout the Agency (approximately [REDACTED] positions) and selects the individual for each job considering the requirements of the position, career development for the individual, timing, etc.

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Determines suitability for employment of applicants to the Office of Finance and/or MF Career Subgroup.

IV. CONTACTS:

Personal contact with:

Assistant for Resources/DDA;

Chief and Deputy Chief, Plans Staff/DDA on budgetary matters;

Office Directors and Deputy Office Directors/DDA;

Career Management Officer/DDA: \Chiefs and Deputy Chiefs of Support, Administrative Officers and Personnel Officers throughout the Agency on personnel and career management matters;

Career Management Officers/DDO;

Officials of the Office of Personnel including PMCD, Retirement Affairs, Staffing Personnel Division, Special Activities Staff, etc.;

Officials of the Offices of Logistics, Training, Security, and Medical Services relative to matters falling under their jurisdiction;

Budget and Finance Officers throughout the Agency; and

Division and Staff Chiefs of the Office of Finance.

I. SKILLS

Must possess knowledge of principles, theories, techniques and methodology of accounting and systems.

In addition to the traditional accounting skills, modern technology additionally requires professional skills in management science. Incumbent should have graduate degrees or equivalent experience in both fields. Specific skills should include accounting, systems analysis, computer science, project management and data base management.

Must keep abreast of legislation and regulations in order to insure the Agency's satisfaction of statutory requirements.

Must be highly original and innovative in thought and communication, both orally and in writing. Must maintain the state-of-art in order to apply theory and knowledge for practical purposes.

Must have skills to evaluate all substantial proposals for changes in basic financial systems and procedures and in fiscal policies to assure the continual technical integrity of Agency financial control, concepts, regulations and procedures. Must also possess the skills to render advice to management, not only on the effects of proposed accounting changes, but also on measures for improving financial management.

As well as having the skills to perform the continual study and improvement of the entire existing accounting system, incumbent must possess the skills to supervise the implementation of a new system from conception to operation using modern techniques. Must also have a knowledge of other systems and be able to manage a financial data base that crosses organizational lines.

Must establish and maintain a professional working relationship with high level contacts from both the private and public sectors in the fields of accounting and systems work.

Must have the skills for assisting in the development of training programs that will assure an adequate cadre of finance personnel equipped with modern financial management skills.

Must possess high supervisory and managerial skills in order to manage an operating Division that contains highly diversified professional disciplines.

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II. RESPONSIBILITIES - Basic responsibilities are divided between three functions: Accounting, Systems Analysis and Data Base Management

A. Accounting Function

1. General:

Responsible for the accounting system of the Agency which reflects the status, use and accountability for all funds, property and other assets entrusted to the Agency. This system is consistent with the principles and standards prescribed by the Comptroller General and entails the obligation and expenditure [REDACTED] a year.

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In addition to performing the usual Government Accounting requirements, the Agency system has specialized and unique requirements to meet its peculiar operations such as proprietaries, field accountings and advances and reimbursements to and from other Government agencies, etc.

2. Specific:

Directs all centralized accounting operations. Within a complex accounting system, directs the review, analysis, classification and recording of all accounting data, including advances to employees, advances to projects and other instrumentalities of the Agency for official purposes; assets of the Agency; the allotment, obligation and expenditure of funds; etc.

Responsible for the planning for and supervision of the review and reconciliation of vouchers and accountings submitted by major field installations prior to consolidation into the permanent Headquarters accounting records.

Responsible for recordation and control at Headquarters for Transfer of Funds Authorizations used by Agency field installations on a world-wide basis.

Responsible for the constant review and analysis of accounting matters to determine and appraise the effectiveness of, or deficiencies in accounting policies and procedures (including utilization of ADP machine processes). Formulates and installs, for Division use, modifications or revisions of accounting practices, procedures and methods.

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Responsible for recognizing the needs for supplementary or modified procedures and regulations to govern accounting by major field installations, consolidation and reporting channels, etc., and for recommending to or conferring with Planning Staff relative to major revision of accounting methods, controls, or regulations and Agency-wide installations of such modifications.

Responsible for analysis of individual accounts and adequate system of follow-up on all delinquent personal advances made to Agency employees.

Responsible for the compilation and preparation of comprehensive special and periodic financial reports to reflect the status and use of funds as they pertain to allotments, obligations, expenditures, assets, investments, and liabilities, which are submitted to top level Agency officials and organizational components of the Agency. The Agency's annual Financial Report has recently been distributed to the various investigation committees and OMB.

Responsible for the direction and training of all Division employees in their responsibilities with respect to accounts analysis, processing, recording and reporting of financial data reflecting the utilization of funds.

Responsible for on-the-job instructions of trainee finance officers, (scheduled for overseas assignment and also those returned from overseas assignments) in the current policies, procedures and methods for the preparation and maintenance of accounts, records and reports.

Responsible for general supervision of the Records Management Branch which is responsible for insuring conformance with Agency and Federal regulations relating to records management.

Responsible for guiding and instructing all internal Divisions and external components of the Office of Finance in the technical application of the Agency's accounting system and requirements, document processing, recording and reporting devices.

B. Analysis Functions

Serves as supervisor of the Analysis Branch with responsibility for direction of activities devoted to providing a central core of technical and professional expertise for modern financial management systems of the Agency.

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Initiates and coordinates procedures and procedures for effective automated system design of financial systems to support all Agency accounting, budgeting and financial planning and management functions. The development of financial management systems involves a detailed knowledge of system design requirements of functional areas within Finance and their integration with overall management information systems utilizing automatic data processing techniques. Current activities include such major endeavors as refinements to a new payroll system and the development of a new general accounting system. The development of both of these systems are of the magnitude of several million dollars each. In addition to these major activities, we are in the process of developing the financial interfaces from other major systems such as the Office of Logistics, CONIF and ICS, and in addition have and are developing certain stand-alone systems such as CIARDS and the joint Office of Finance [REDACTED] system. The STATSPEC analysis function also includes a futuristic look at what we project to do in the future. Among these activities are utilization of modern technology, such as Optical Character Recognition (OCR) and mini-computers, and doing research on an overseas reporting system utilizing Office of Communications telecommunications facilities.

Coordinates day-to-day operations of financial data processing and input and output requirements for automated financial systems.

Conducts liaison with senior officials of other U.S. Government Agencies and business and academic organizations to apply the latest appropriate financial management technology to Agency operations. This duty includes keeping Staff abreast of current developments to provide a gathering point of all current knowledge of financial systems and the meaningful interaction of ostensibly unrelated subsystems into an integrated management system. This duty also is aimed at enhancing the image of a progressive financial management posture of the Agency. The incumbent of this position has had considerable exposure to both the private and public sectors.

Assists and advises top financial management in developing a program to provide necessary training and work experience to assure that an adequate cadre of finance personnel are equipped with modern financial management skills. This duty is aimed at developing highly professional, flexible finance personnel. The incumbent of this position has had primary responsibility for the development of an information science training course and also lectures at other financial management courses.

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C. Data Base Management Function

Serves as supervisor of the Data Base Management Branch. As new systems have and will become operational a new dimension has been added to the responsibilities of this position. During the past year it has been recognized that the data processed through our systems has become a valuable resource, therefore, efforts have been made to control these resources through the implementation of a Data Base Branch that will effectively control the integration or interfaces of various systems into a financial Data Base Management System that crosses organization lines. The structure of this data base will include such systems as the Budget system (FRS), the General Accounting System (GAS), two Logistic systems (CONIF and ICS) and parts of payroll and personnel systems. One of the primary responsibilities of this function is to assist users and managers in their search for data to satisfy their systems or report requirements. Servicing customers in this environment requires a leader that is management oriented with an extensive data processing background.

III. DECISIONS

Subject to policy guidance from the Director of Finance.

Many of the accounting practices and procedures are prescribed in general terms, therefore, the development of systems and procedures is subject only to broad administrative policy limitations. The incumbent of this position is responsible for decisions as to breadth and magnitude of the systems under his control. It is his responsibility to provide for the controls necessary for the overall integrity of the system and the Director of Finance relies heavily on the incumbent for recommendations on new systems or extensive revisions or improvements to existing ones.

The incumbent also makes internal decisions in regard to certain training, development and assignment of personnel under his command.

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DDA, Office of Finance

Compensation and Tax Division

Chief, Compensation and Tax Division, Office of Finance

Pos. No. BE-57

GS-16

I. SKILLS:

Knowledge of sources and methods employing Agency personnel in worldwide operations and adapting Agency payrolling operations to cope with international, national, state and local laws and regulations relating to salaries and allowances, taxes, retirement and social insurance plans, unemployment compensation and authorized deductions for insurance, health plans, charitable contributions and other authorized deductions.

Knowledge of all aspects of Civil Service Commission retirement operations and the ability to develop, coordinate and administer a compatible Agency retirement program for prompt and accurate payments of annuities to retirees and survivors for the CIA Retirement and Disability System.

Ability to plan, organize and direct all Agency payrolling activities in accordance with authorized pay and leave entitlements and in providing unique payroll systems to support Agency personnel ranging from overt intelligence analysts to sensitive agent operatives in hostile foreign assignments.

Ability to deal effectively with operating officials at top levels within the Agency and with senior officials of other government agencies and top ranking officials in private and academic organizations in carrying out diverse responsibilities for the complex and unique day to day Agency payroll operations and for planning new and improved processes to assure long range compatibility of Agency payrolling and financial operations in a manner compatible with protection of sources and methods.

Ability to manage both normal day to day operations and provide for forward looking developments in the synergistic combination of manual human system procedures and large scale computer operations.

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Ability to deal effectively with Agency employees at all levels in identifying and correcting any administrative oversights that result in any discrepancies in pay, allowances and leave entitlements.

Ability to work under pressure and provide innovative and poised leadership in supervising worldwide Agency payrolling operations and exercising sound analytical and judgement-making abilities in the face of pressure inherent in assuring timely and accurate pay in a manner that reflects credit on the Agency's administrative structure.

II. RESPONSIBILITIES:

Incumbent serves as Chief, Compensation and Tax Division, Office of Finance with responsibility for planning, organizing and directing all Agency payrolling activities subject only to broad policy review by the Director and Deputy Director of Finance and the Deputy Director for Plans and Systems. These responsibilities include the need for progressive and sound management of the several complex systems for Agency pay, leave, tax and retirement administration.

Under the general direction of the Director and Deputy Director of Finance and the Deputy Director of Plans and Systems serves as the senior Agency official responsible for financial management of payrolling operations which account for expenditure of over half of the CIA appropriation.

The incumbent's responsibility for all activities relating to the several unique Agency payrolling systems requires a thorough and comprehensive knowledge of international, federal, state and local commercial and tax laws as well as a thorough knowledge of Agency budget and accounting policies.

Develops audit procedures to assure prompt and accurate payments of salaries and emoluments and correct recording of accrual and use of leave and serves as the senior certifying officer responsible for expenditure of an average in excess of [REDACTED] each workday.

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Serves as technical advisor to the Director of Finance and other senior Agency officials on matters relating to payrolling, taxes, retirement processing and all financial aspects of personnel management.

Develops and implements policies and procedures for the administration of the CIA Retirement Disability Fund which includes (1) maintenance of official financial records, (2) computation and payment of amounts due to annuitants and survivors, (3) preparation of budget estimates of appropriations required for the Fund and (4) preparation of data required to support actuarial evaluation of the funds.

Develops and implements processes and procedures for unique payroll systems designed to support covert personnel in a manner that protects intelligence sources and methods.

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Responsible for the direction and control of current and proposed computer applications relating to payroll operations in conjunction with the Office of Joint Computer Support. This responsibility includes the overview and management of improved and new applications of automated payroll processes with broad authority for establishing priorities and work assignments.

Conducts liaison on payroll matters with other agencies and organizations in connection with payment of salary and withholdings for those employees under official and non-official cover; maintains liaison with contacts at all levels in the Agency operating components; responsible for all correspondence (dispatches, cables, etc.) with Agency components in the field and at Headquarters concerning payroll or payroll related matters.

Responsible for monitoring the everchanging legal requirements relating to financial and payroll administration and working with the Office of Legislative Counsel and the Office of General Counsel and the Deputy Directors of the Office of Personnel in assuring Agency compliance with legal and administrative requirements relating to Agency operations.

Responsible for cashflow analysis and determining availability of funds for investment in the CIARDS multi-million dollar investment portfolio.

Responsible for the direction and training of all employees of the Compensation and Tax Division which is the largest of the Office of Finance components.

Assists the Director of Finance and senior Agency officials in resolving various complex or unique payroll matters.

Responsible for formulation of Agency-wide procedures relating to salary and allowance payments and reporting of duty status for all Agency personnel.

Serves as the focal point for resolution of legal matters relating to overtime pay, Fair Labor Standards Act entitlements, tax administration and leave policy.

Develops policies and procedures to assure effective payrolling operations and essential public relations efforts within the Agency to assure Agency-wide confidence in the payrolling process which is essential for high morale Agency-wide.

Performs special duties assigned by higher Agency management in fulfilling responsibility as the senior Agency officer responsible for all facets of payrolling activities.

III. DECISIONS:

The incumbent operates under a broad delegation of authority and serves under general policy guidance of the Director and Deputy Director of Finance and the Deputy Director for Plans and Systems. Broad general guidelines are available in the form of applicable Federal laws and regulations which must be adapted to Agency requirements. Initiative, sound independent judgement, poise, and managerial and leadership skills are required. A college degree and appropriate current graduate study in business administration systems, etc, or equivalent training and experience is required to provide the required modern management skills.

Due to the diversity and complexity of payroll operations and the widespread impact of paychecks which reach Agency employees here and abroad and under a variety of cover pay arrangements, the incumbent is responsible for daily decisions requiring a high degree of management acumen. These decisions range from the sole responsibility for Agency-wide policy concerning all aspects of Agency payroll operations to the proper handling of employee complaints concerning payroll administration which lack widespread Agency significance but are of primary concern to the Agency employee affected. With the exception of weekly reports and periodic briefings of the Director and Deputy Director of Finance, the incumbent exercises full responsibility for the Agency's compensation and tax processing and liaison both within the Agency and with all external contacts relating to these activities. The complexity and diversity of the circumstances requiring both instantaneous and well reasoned decisions require a high level of poise and sound independent judgement and management skills.

IV. CONTACTS:

The Chief, Compensation and Tax Division deals with the senior operating officials of all components of the Agency and has liaison and work contacts at all levels of the Agency.

Daily contacts are routinely at the supergrade level and the incumbent's contact is frequently with the operating component's support officers, the Special Support Assistant to the DDA, the Chief of Applications Division or Director of Office of Joint Computer Support, the Deputy Directors of Personnel and with senior officials of the Cover and Commercial Staff and Office of General Counsel. Many of the daily contacts involve resolution of policy matters or priority pay problems that have been discussed but remain unsolved following discussion at the working or branch chief level between Agency components. Since all Agency employees are sensitive to the impact of payrolling operations on their personal paycheck, the incumbent must operate in a highly visible position and be capable of poised liaison throughout the Agency.

V. EXTERNAL:

Government Officials - Chief, Compensation and Tax Division deals



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of the CIA Retirement and Disability System includes contact with senior officials of the Civil Service Commission and the Department of Treasury.

Non-Government Officials - Chief, Compensation and Tax Division is in contact with senior officials of banking and financial institutions concerning disposition of payroll checks and resolution of any problems which develop from diverse and unique Agency payroll operations. In addition, the incumbent is responsible for liaison with senior officials both the business and academic community in identifying advanced technical changes that impact on payrolling and financial transactions to assure that new trends such as electronic transfer of funds direct from the employer to banking institutions by computer is adapted to Agency operations to keep us in step with modern financial management techniques. Infrequent contact is required with a variety of non-government officials ranging from lawyers with clients with claims with CIA to the mentally deranged who successfully get a call through the Agency switchboard operator to discuss with the payroll chief why CIA is refusing to pay them for some imagined work assignment. The variety of contacts requires a broad financial management background and ability to make sound decisions with accuracy and with an alertness and command of both written and oral communication skills to carry out all responsibilities in a professional manner.